



Performance management solutions for the office of finance

Predictable financial and operational performance with sustainable compliance



What IBM can do for Finance



“The Office of Finance is a key area of focus for IBM. Cognos brings significant value to the table in its products, expertise, and capabilities for addressing the needs of the CFO.”

*~ Rob Ashe, General Manager,
IBM Business Intelligence and Performance Management*

Why IBM Cognos solutions belong on your short list

When you're a leader in finance, you want to know where your organization is headed at all times. You want to know what will happen, when it will happen, and why it will happen.

And you want to know all of this early enough to act and react with the right levers of control, so you can meet—or exceed—your corporate objectives. That's why you should consider IBM Cognos® solutions, from the recognized world leaders in business intelligence (BI) and performance management.

Throughout our history, we have been dedicated to helping customers overcome the complexities inherent in multiple transaction systems. We've enabled them to make better decisions faster—based on the most timely, relevant, and reliable information possible.

Today, our advanced analytic tools offer visibility, insight and unmatched predictive capabilities. This “new intelligence” combines human cognition with computational power, shifting the agenda from “sense and respond” towards the ability to “predict and act” on evolving business conditions.

In finance, that means the ability to anticipate performance gaps, analyze current conditions and alternatives, then optimize outcomes for predictable financial and operational performance, along with sustainable compliance. IBM Cognos performance management solutions offer unprecedented visibility and early insights into where the business is headed, relative to goals and forecasts. With a clear view of what is happening, you can quickly and precisely adjust plans, targets, and resources across the organization. You can foresee problems, seize new opportunities, and act in time to keep the organization on course.

IBM offers a complete suite of solutions to help you deliver breakaway performance and competitive advantage. Through the strategic application of planning, financial consolidation, scorecarding, reporting, and analytics, IBM Cognos solutions can help you realize performance management improvements quickly, with low risk, and on an enterprise scale.

“We are extending our capabilities around a new level of analytics that not only provides clients with greater insight—but true foresight.”

*~ Dr. Ambuj Goyal, General Manager,
Business Analytics and Process Optimization,
IBM Software Group*





What's the history of Cognos and IBM?

Cognos began in 1969 as a software consulting firm.

It grew steadily over the decades and emerged in the 1990s as a powerhouse in business intelligence.

Through a series of strategic acquisitions Cognos transformed itself in the first decade of the 2000s into the world's leading independent provider of BI and performance management solutions.

In February 2008, Cognos was acquired by IBM.

At the time, Cognos stood among the most financially stable and profitable software companies in the world, with 3700+ employees serving more than 26,000 customers in over 135 countries, including 80 percent of the Fortune 1000.

Who uses IBM Cognos solutions?

IBM is proud to number among its IBM Cognos customers many of the most admired and recognized corporations and public sector entities in the world.

These organizations use the most rigorous financial and performance management practices and systems available. And IBM Cognos solutions are a vital part of those systems. We provide planning, consolidation, scorecarding, reporting, and analytics capabilities to enable visibility into critical performance data and the control levers to take swift action.

Our customers know us as an information technology partner with the resources to support them globally. Whether they apply IBM Cognos software as a point solution to address key operational requirements, or strategically on an enterprise scale, customers use our

solutions to monitor, understand, and drive successful business performance. IBM Cognos solutions deliver:

- Driver-based budgeting with dramatically shorter planning cycles
- Flexible rolling forecasts
- Faster, more reliable financial close and consolidation
- Tighter control over financial and operational performance
- Reporting that takes only minutes – replacing manual processes that take days

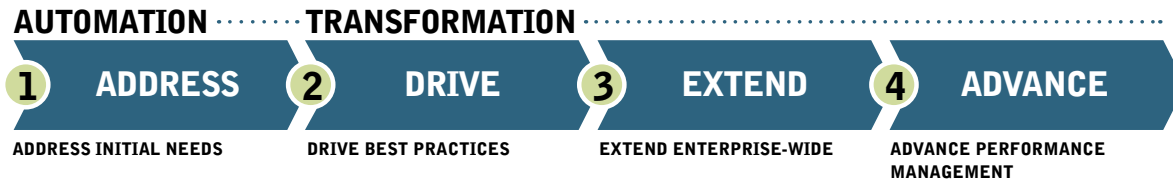
The ultimate result is increased revenue and profit growth, with assured regulatory compliance.

“I now have 1,000 people with goals and objectives that have the ability to monitor how they’re doing against their plan. There’s more alignment and agreement throughout the organization.”

~ VP, U.S. Finance, Manpower, Inc.



The IBM Cognos performance management roadmap



As the variability and pace of business continue to increase in dynamic markets, savvy finance and business executives turn to IBM for the tools and disciplines to manage financial and operational performance in every corner of the enterprise.

A prime example is our IBM Cognos Performance Management Roadmap, a customer-proven sequence of steps that has helped thousands of companies move from automating specific business functions to transforming the business as a whole. Developed through long experience in a variety of industries, the Roadmap shows how you can realize initial process improvements quickly, then spread them across the organization.



1 ADDRESS initial needs

The underlying value of performance management technology lies in its ability to help decision-makers answer fundamental business questions, based on a thorough understanding of metrics, data definitions, data dimensions, and the organization as a whole. Yet many solutions fall short.

Take spreadsheets. Though useful productivity tools, they require much manual care and feeding. They simply cannot cope with enterprise-scale business processes. Spreadsheets can't streamline process cycles, enhance forecast reliability, increase time

for value-adding analysis, or even offer an accurate picture of “what is happening.”

By contrast, IBM Cognos solutions make performance management faster and more efficient:

- Planning solutions let you create and distribute plans, budgets, and forecasts faster, with high contribution levels and less effort.
- Financial analytics solutions provide a complete scenario planning and analytics environment to help you drive deeper insight into growth and profitability.
- Consolidation solutions streamline the close, consolidation, and reporting cycles and provide the transparency you need for sustained regulatory compliance.
- Business intelligence solutions break through information silos to keep you apprised of current business conditions.

IBM Cognos solutions help eliminate disconnected pockets of data, reduce cycle times, minimize version control issues, and increase the reliability of actuals. With IBM, you can quickly and easily prepare critical financial reports and plans to save time, save money, increase accountability, and allow more time for analysis.



2 DRIVE best practices

When basic processes are less burdensome, you can spend time on activities that truly add value. You can adopt best practices such as driver-based plans and rolling forecasts – revised as frequently as needed and involving all the right people – to respond to changing business conditions with speed and flexibility.

- Alter plans and adapt forecasts linked to business drivers.

- Provide self-service access to key performance metrics for reporting and analysis.
- Standardize universal processes and associated internal controls.
- Continually align investments with market opportunities.
- Integrate documented financial controls with the consolidation process, easing compliance.

More reliable decision-support enables a deep and timely understanding of actual performance, and supports a forward-looking view of your business. Instead of arguing over the numbers, you can focus on analyzing critical business drivers, and make finance a more active partner in guiding the enterprise.

“We can now run through a few ‘what-if’ budget scenarios in a day, and be prepared for questions we think management and investors will ask.”

*~ Operations/Financial Analyst,
CiCi’s Enterprises*



3 **EXTEND** enterprise-wide

After seeing the benefits of best-practice policies and processes across finance, take performance management across the enterprise to help close the loop between operational and financial results.

- Senior staff develop and deploy modular plans that link market events to operational drivers.
- Sales personnel, who are closest to customers, capture sales projections, then use them to revise revenue plans that update P&L projections.
- Marketing managers revise promotion schedules to support updated sales projections.

- Call-center managers revise staffing plans based on the impact of sales forecasts on call volumes; new staffing plans in turn update P&L projections.

- Project managers capture capital spending linked to balance sheet and cash flow projections.
- Resources are reallocated quickly and intelligently in response to market conditions.
- Corporate and management reporting spreads beyond finance to deliver financial results and metrics enterprise-wide.

Finance can drive performance and lead positive change with systems that make collaboration, shared objectives, and improved visibility available – and indispensable – across the enterprise.



4 **ADVANCE** performance management

With a comprehensive performance management system in place, your plans, activities, and resources are coordinated and aligned. A single technology platform enables reliable and continuous connections between corporate strategy, financial management, and operational execution.

- Deploy scorecards and dashboards that link strategic objectives, initiatives, and key performance indicators.
- Gather information from front-line managers to identify opportunities and align resource allocations with corporate objectives and strategies.

- Identify critical performance gaps with enough lead time to weigh alternatives and enable effective response.

Throughout the organization, from top to bottom and across functions and divisions, effective performance management keeps you consistently up to date, with timely insights into past, present, and future performance. You gain real-time visibility into operations and are better able to focus on the value-driving activities that help achieve corporate strategy. People at all levels see how they help support the strategy and drive more effective, more consistent execution.

Bottom line

In any organization, the quality of decision-making depends on the information at hand—its accuracy, timeliness, and completeness. IBM provides both the technology to meet specific process requirements and, through the IBM Cognos Performance Management Roadmap, a guide to help companies improve performance management quickly, with low risk, and on an enterprise scale.

“I couldn’t imagine budgeting and forecasting without Cognos. IBM Cognos TMI speeds up a process that was incredibly time consuming.”

*~ IT Director,
Blue Mountain Resort*

The IBM Cognos planning solution makes it possible to:



Define your goals – Create a clear-cut strategy for achieving best-in-class status. Translate corporate objectives into financial targets in the form of integrated financial statements.

Plan for performance – Turn strategy into discrete plans, budgets and forecasts for all the right participants. Enable driver-based, rolling forecasts that link operational tactics with financial plans.

Connect operations and finance – Synchronize and coordinate operational and financial plans to improve reliability. Link sales projections, headcount, expense, and capital expenditure plans with integrated financial projections.

Gain greater flexibility – Realign plans quickly and efficiently as conditions change. Move from quarterly forecasts to monthly or even weekly forecasts to improve reliability.

Engage the organization – Use contributive capabilities to develop timeframe-appropriate plans that ensure high participation, and work with high data volumes. Capture the intuition and insights of people closest to the business and synchronize with the overall financial picture.

Keep finance in the driver's seat – Build and manage your models without complicated programming or scripting. No waiting days or weeks for IT to respond to a change request.

Enterprise planning: It's time for a new way to plan

The business world doesn't reward slow decision-making. When plans and budgets take so long to create that circumstances have changed by the time they're complete, they can be worse than useless. They can be roadblocks, instead of roadmaps. Enterprise solutions require a broad range of capabilities to facilitate high participation and to handle the large volumes of data necessary to meet the needs of both financial and operational planning.

The IBM Cognos planning solution integrates operational and financial planning in real time to give you immediate visibility into resource requirements and future business performance. The innovative combination of high-performance analysis, modular modeling and capabilities for intuitive, flexible contribution by planning participants creates a dynamic, effective solution that empowers your employees to make the intelligent choices that lead to business optimization, profitable growth and more accurate enterprise planning.

Analyze and ask "what if?"

With robust analytics, companies can validate their planning assumptions and provide a fact-based approach to the planning process. The IBM Cognos planning environment also provides a more dynamic approach to forecasting and re-forecasting. You can explore performance gaps, validate your company's business drivers or examine what-if scenarios involving organizational, product family and channel mix changes. This makes it easy, for example, to compare targets among teams and individuals with current and historic actuals and with external benchmarks.

Faster analysis translates into more opportunities to identify and assess strategic alternatives. By spending less time on mechanical and clerical issues and cross-checking data, companies can devote more of their energies to evaluating alternative scenarios, performing what-if analysis, identifying the best of strategies and driving superior execution.

"IBM Cognos TMI is flexible enough that it's very friendly in accepting data. It's easy to change and it's easy to adapt it to changing conditions. You can change models 20 times if you need to, and do it rapidly."

*~ Financial Reporting (FIRE),
DHL Global Forwarding*

Model with modular architecture

You can roll out new capabilities, manage change, and cope with shifting business requirements

painlessly, using the IBM Cognos planning solution.

An enterprise can adopt best practices such as driver-based planning and rolling forecasts, then build and revise planning models in days, not months. Its modular architecture allows you to build manageable, connected plans easily. You consolidate plans with a keystroke and centrally manage data models and metadata for consistent, linked data.

An expense plan and a revenue plan, for example, might be linked to create a profit and loss forecast.

Changes that affect only the expense plan do not need to affect the people and processes associated with the

revenue plan. Compared to creating one monolithic plan, this modular approach helps reduce IT overhead, making finance a better partner to the overall business.

In addition, the IBM Cognos planning solution requires no arcane programming languages or scripting. So your finance organization owns the development and management of planning models, further reducing the burden on precious IT resources.

Contribute and manage workflow

With capabilities for enterprise-scale contribution, you are able to ensure high participation and work with large data volumes. Enterprise planning and analysis solutions powered by IBM Cognos 8 offer rich workflow and role-based interfaces for a broad range of users. To manage key planning processes effectively,

IBM Cognos solutions include features such as version tracking, e-mail alerts and real-time responsiveness – across all your territories, business functions, and units. And if they choose, companies can start with a single planning application and then expand across the enterprise.

The IBM Cognos planning solution helps you build enterprise-wide budgets and forecasts faster and more efficiently, improving predictability and accountability across the enterprise. The result? Plans and forecasts that are more timely and reliable.

Consolidation: Guarantee the accuracy of your numbers

Transparency, accuracy and sustainable compliance

With the increasing focus on corporate accountability and strict new regulatory standards, the demand for an accurate and effective close, consolidation, and reporting process has never been greater. No company has enough time to coordinate a spreadsheet-supported system while driving both performance and compliance.

The IBM Cognos consolidation solution has proven its ability to streamline consolidation, compliance, and reporting for large enterprises that can't afford to sacrifice either speed or accuracy.

Meet compliance standards today, and prepare for tomorrow's requirements

The IBM Cognos consolidation solution is designed to meet today's regulatory requirements (GAAP, Sarbanes-Oxley), while laying the foundation for solid

governance and preparing organizations for future requirements (IFRS and XBRL). Unlike first-generation consolidation tools and spreadsheet-based systems, the IBM Cognos consolidation solution mitigates control risks by eliminating manual intervention, providing rich, built-in global consolidation capabilities and a finance-owned environment to support the closing and corporate reporting process.

The IBM Cognos consolidation solution enables rapid implementation and ready response to changing business conditions. It also provides the flexibility your finance team needs to adapt closing processes quickly and meet reporting requirements as business processes and legislation change.

The IBM Cognos consolidation solution works from within finance

Respond to change with confidence. In the face of constant business change, the IBM Cognos

consolidation solution lets you refine your processes continually as your business needs evolve.

Streamline closing. The IBM Cognos consolidation solution is directly owned and maintained by finance – not by IT or consultants. You can eliminate layers of complexity and ensure that consolidated financial information is consistently delivered on time and error free.

Reduce risk and increase transparency. Improve reporting and analysis on controls, enhance transparency to mitigate risk, and deliver accurate information to support compliance requirements.

Save time and effort by using your current expertise. The IBM Cognos consolidation solution aligns with industry standards and familiar tools such as Microsoft® Excel®, ensuring that existing skills can be used to implement and maintain the system.

Built-in global consolidation capabilities. The IBM Cognos consolidation solution contains application settings for foreign exchange, minority interest, and inter-company adjustments.

Take the lead when business changes course.

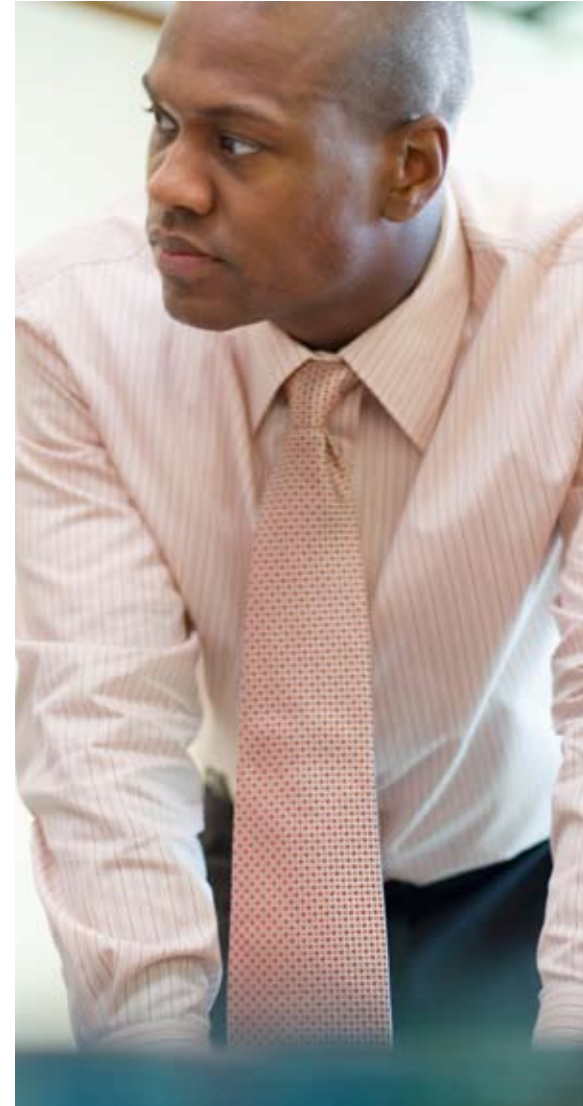
Confidently manage business changes such as acquisitions, divestitures, and reorganizations.

Speed up the pace of business without sacrificing integrity.

Gain competitive advantage by responding to market and regulatory pressures quickly and easily—confident that your financial reports are accurate and insightful.

“IBM Cognos 8 Controller has brought huge improvements in the process. Monthly financial statements are available faster, the risk of errors has been reduced, and the accuracy of estimates has been increased. All companies now have access to their reports as the basis for standardized monthly COO reporting at each company”.

~ CFO, Bachem Holding AG



Financial analytics: Identify your most profitable customers and products

With its unmatched range of capabilities, the IBM Cognos financial analytics solution provides the tools you need to measure, understand, influence, and optimize your financial and operational performance. Owned and deployed by finance, this solution provides a rich, enterprise-wide analytic environment that promotes top-to-bottom buy-in and enables effective day-to-day execution. The IBM Cognos financial analytics solution can help you:

Analyze Profitability. Aggregating large, diverse data sets and performing complex allocations and modeling to get a true picture of profitability can be daunting. Our in-memory calculation engine enables you to drill down to the lowest levels of detail – like SKUs or customer accounts.

Analyze Variances. Most businesses tend to lose track of unfavorable variances. They don't always

realize they've been losing money, margin, or market share until weeks after the monthly books have been closed. This is often due to in-place systems and tools that were designed around a batch-oriented architecture, implemented back when product cycles of one to two years were the norm. Stakeholders simply don't have instant online access to the information and vendors they need. The IBM Cognos financial analytics solution offers rapid, continuous access to sales, marketing, and production systems, letting stakeholders analyze events and take action as required.

Optimize Operational Effectiveness and

Resources. In today's enterprise, access to limited corporate resources like cash, product inventory, and headcount must be well-justified. But without consensus on strategic impact, such resource decisions usually devolve to mid-level operational

managers who may not be aware of the wider corporate strategy, but are highly adept at “working the system” to achieve their own personal objectives.

Decisions like where to invest R&D resources, which marketing campaigns provide the biggest contribution to sales pipeline, or how much inventory is required to service customer demand, need to be fact-based and cannot be made in a vacuum, as their effects are invariably interlocked. The IBM Cognos financial analytics solution enables you to measure baseline effectiveness and utilization, identify the root causes of poor performance, and maximize ROI by building complete and correct models of your business activities.

Manage Risk. Identifying, assessing, and mitigating risk has never been more difficult. Customer demand is much harder to predict, technology changes



with greater velocity, product and project cycles are compressed, competition is fierce, global economies and monetary policies are both interlinked and volatile, and the regulatory landscape grows ever more complex regardless of geography, industry, or market. In such an environment, managing risk effectively and fulfilling your fiduciary responsibilities require the highest levels of timely, quality information.

With its interactive financial analytical modeling capabilities, the IBM Cognos financial analytics solution enables you to build sophisticated, accurate risk models that reflect the real world in real time, and assess a diverse, granular set of operational, financial, and economic factors. Analytical models are transparent and highly configurable, so you don't compound risk by basing decisions on old data and inaccurate assumptions.

“With data turned into information then turned into insight, Finance moves beyond ‘taillights’ – historical reporting – to a keener sense of ‘headlights’ with which to illuminate the future direction of the enterprise.”

–The Global CFO Study 2008

Visibility and insight for a diversity of users

Don't let your decision-making be limited by a lack of information, information that's difficult to use, or information that arrives too late. With the IBM Cognos business intelligence solution, standardized data and process definitions ensure a common view of the business. And everyone in your organization can see the information they need, the way they want to see it.

- The finance organization can access the operational data behind financial results, develop scorecards

from planning drivers, then report and analyze against planning data.

- Executives can analyze sales information by region, product, and account rep. They can view sales performance by territory through a map with intuitive colors or bars indicating regional sales levels. Based on pipeline, they can amend their planning forecasts to keep the organization aware of potential sales spikes or shortfalls.

- Business analysts can bring together information, and author business reports for wide distribution. Casual users can take the first steps in developing reports and send them to professional authors for completion.
- Line managers receive reports that let them monitor operational performance. They can create easy-to-use queries for more information when problems or opportunities arise.



All users. All reports. All data. One product on one Web-based, services-oriented architecture. One unified platform for performance. That's IBM Cognos business intelligence.

Scorecards, dashboards, reports and analysis: Information in a format of your own choosing

Your business collects reams of data every day. Every invoice, every payment, every delivery, every return—virtually *everything*—is recorded electronically and entered into your IT systems. “Business intelligence” (BI) is the term for the applications and technologies that transform all of that raw data into scorecards, dashboards, reports, and analysis tools that tell you where your business is, and where it’s headed.

Simply put, business intelligence helps you make better, more intelligent decisions. And IBM is the world leader in business intelligence.

The IBM Cognos business intelligence solution connects disparate data, not only from dispersed locations or physical systems, but data with different definitions and business meanings as well. It pulls information from ERP and transaction systems, data warehouses, and planning and financial consolidation

systems. The IBM Cognos BI solution allows users to create queries to drill down into report details by customer, product, region, history, or other variables. Then it enables multi-dimensional analysis with unlimited arranging and manipulation.

The IBM Cognos BI solution provides information in a form that users can readily understand, as well as the ability to communicate with others through reports, dashboards, scorecards, graphs, tables, or any combination, depending on the user’s responsibilities and needs. No other solution provider offers greater breadth of BI capabilities, and no one complements its BI with the ability to plan and budget enterprise-wide like IBM. The IBM Cognos BI solution seamlessly connects forecasts, metrics, targets, actuals, reports, and underlying factors in a complete, closed-loop performance management system.

“The biggest benefit to our organization is the clarity the methodology provides. Our scorecard initiative makes it easier to spot areas for improvement, keep focused on goals and measure progress.”

*—Planning and Financial Analysis Manager,
Mueller Incorporated*

How business intelligence benefits finance

Analyze profitability with clarity and precision.

Use packaged analytic applications to gain greater insight and speed decision making in finance, workforce, sales and procurement.

Get the answers you need at the right level

of detail. Drill down from scorecard metrics or dashboard gauges and perform analysis that lets you understand why things happen.

Link targets to scorecards. Draw targets defined through the IBM Cognos planning solution into your scorecards automatically. With planning, you set targets that guide future performance. With scorecarding, you measure your progress towards those targets.

Meet the information needs of all users. Flexible, user-friendly reporting means that the right information is delivered to finance and other department decision-makers the way they want it.

Share a single, reliable version of the truth. With a common data definition and shared understanding of priorities, you spend less time debating whose numbers are correct, and more time making smart decisions.

Communicate strategic priorities. Use dynamic scorecards to show how metrics connect with each other, and link them with underlying reports and information.

Make your business more agile. With timely, accurate, self-service reporting, you can reduce the time it takes to make the right decisions and reflect changes in your planning.

Leverage your existing data investment. The IBM Cognos BI solution integrates easily with your existing IT assets and architecture. It is designed for easy deployment and maintenance, and low total cost of ownership – a benefit that finance people always appreciate.



Every day, business leaders have to answer tough questions:

- What markets should we pursue?
- What do our customers want and care about?
- Who are our competitors?
- How are they performing against us?
- What should we be doing about it?
- What products should we be adding or removing from our portfolio?

- How can we manufacture and distribute at the lowest cost and the highest quality?
- What kind of workforce and other resources do we need to reach our goals?
- Should we grow organically or through acquisition?

Handling such questions – and making decisions based on the answers – requires both information and insight. And if you don't understand the relationships between those questions and answers, you court disaster.

“I’ve been to board meetings, and I see the CFO has access to information that’s in real time and up to date. He can talk about this division and that division, or this customer and that customer in a way that’s a lot more confident, backed up by data.”

*–Vice-President, Corporate Services,
Dorel Industries*



Global services: Rely on our expertise

All IBM Cognos solutions come with a commitment to bring the full range of our personnel, resources, and expertise to your deployment to help you achieve the next level of performance. Our consulting, training, and support teams are dedicated to the success of the companies we work with, delivering consistent and continuous value from the very first engagement.

IBM Cognos Professional Services

IBM Cognos consultants work with you through the entire project life cycle—from analyzing project needs to design, building, deployment, and operation. Our proven methodology ensures that the right solution is delivered on time and on budget.

The IBM Cognos Solution Implementation Methodology (SIM) is based on accepted best practices and the lessons learned from thousands of successful customer engagements. Experienced project management ensures consistent, coordinated communication and collaboration.

Our methodology comprises five phases:

- **Analyze.** Explore the purpose of your deployment, its goals, requirements, features, performance, and usability.
- **Design.** Create an inventory of components and dependencies, then design the solution based on needed data sources, metadata, security, reports, analysis, training, and change management.
- **Build.** Build and integrate components, then test each one, their interactions, and the entire solution.
- **Deploy.** Prepare the solution for full deployment and IT and business process integration. Train business users, create a plan to run and maintain the solution, schedule support, and manage communications.
- **Operate.** Assess the solution in daily use. Performance checkpoints and regular maintenance guide the implementation of small- or larger-scale modifications as needed.

IBM Cognos Education

A wide selection of flexible training plans and resources is offered for users at all skill levels and at any stage of deployment. Participate in classroom training, seminars, or e-learning modules—or let us create a customized training program tailored to your organization.

IBM Cognos Support

IBM Cognos Support solves cases quickly, shares knowledge efficiently, and increases self-sufficiency within your IBM Cognos user community. We offer award-winning online and live support, and support plans with maximum flexibility.

IBM Cognos partners

IBM Cognos partners provide proven, cost-effective products, services, and expertise that help customers improve and direct corporate performance. Our broad range of partnerships allows us to meet the distinct needs of customers in purchasing, deploying, and servicing their business intelligence and performance management solutions.

IBM Cognos Innovation Center for Performance Management: Accelerate best practices



At IBM, “sharing best practices” isn’t just a slogan. It’s a way of doing business that continues throughout the course of your relationship with us. While IBM is already on the leading edge with ground-breaking products and services, we have taken the next step by establishing the IBM Cognos Innovation Center for Performance Management.

The Innovation Center is an open forum dedicated to performance management best practices. Its mission is to develop better solutions, generate industry-changing ideas, and stimulate dialogue between business professionals, technology experts and industry thought-leaders.

The Innovation Center provides expertise and guidance for integrating IBM Cognos financial and business intelligence applications to drive optimal returns on your technology investments. The Innovation

Center also authors IBM Cognos Performance Blueprints, which encapsulate best practices from leading customers to reduce time and risk in new implementations.

Innovation Center members share information and gain knowledge through:

- Members-only seminars, roundtable discussions, and teleconferences on finance and performance management issues.
- Ad hoc interest groups that discuss current business issues, technology infrastructure and focused, industry-specific concerns.
- Networking opportunities with peers, theoreticians, and industry leaders from world-class organizations.
- Exclusive research, case studies, and publications by members.

- Access to IBM Cognos experts who combine a deep knowledge of planning and performance management technology with extensive experience in complex, global implementations.

Membership is available to IBM Cognos customers and to Gold and Platinum Partners.

Performance Blueprints – accelerating time-to-value

IBM Cognos Performance Blueprints are preconfigured solutions developed to ease implementation and help customers gain full advantage of IBM Cognos solutions as quickly and easily as possible. Blueprints are based on successful customer implementations and proven industry best practices. They give you the building blocks that enable you to accelerate the realization of an integrated, reliable, and dynamic planning process across the enterprise.

With IBM Cognos Performance Blueprints, you can:

- Enable best practice processes and policies.
- Coordinate financial and operational planning.
- Reduce time and risk in project implementation.
- Improve project success rates.
- Accelerate time-to-value.
- Facilitate a faster, more accurate and cost-effective financial close.
- Foster integrated information delivery with scorecards, reports, and analytics.

Our large and growing suite of Performance Blueprints addresses a number of essential functional process areas as well as the unique needs of specific industries. Blueprints can be linked together to establish dynamic connections that keep strategic objectives and operational plans aligned as business conditions change. And – most important – because they save you from having to “reinvent the wheel,” Blueprints help reduce your total cost of ownership.



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